



SEATTLE CITY COUNCIL

April 29, 2019

Mariko Lockhart, Director
Seattle Office for Civil Rights
810 3rd Ave. Ste 750
Seattle, WA 98104

Re: City Council Expectations for Mariko Lockhart, Director of the Seattle Office for Civil Rights

Dear Ms. Lockhart:

Congratulations on your appointment as Director of the Office for Civil Rights (OCR). The letter has been placed in Appointment No. 01274. To be successful, a director needs to work constructively with both the Executive branch and the City Council. A positive working relationship requires a director to be responsive to Council needs and priorities.

To that end, as part of the Council's confirmation review process, we want to communicate to you our expectations for your job performance if you are confirmed. The Council expectations (listed below) are intended to enhance your accountability to the Council. Council expectations are intended to add to the Mayor's expectations and your responsibilities established in Seattle Municipal Code.

I. City Council General Expectations for the OCR Director

- A. Relationship with Council. The director is expected to maintain a constructive working relationship with the Council, as demonstrated by:
 - 1. Prompt and complete responses to Council information inquiries.
 - 2. Pro-active updates on policy development, operational concerns and financial matters of significance, so that the Council is informed of significant changes or controversies before the information reaches the media and/or before the Executive submits a request for Council action.
 - 3. Dependable implementation of formal policy direction provided by the Council.
 - 4. Assistance in the research and development of Council policy initiatives.
- B. Management Skills. The director is expected to demonstrate strong management skills, with particular focus on the following Council priorities:
 - 1. Public communication
 - a. Conduct inclusive outreach to relevant stakeholders.

- b. Implement a strong ethic of customer service.
 - c. Make information available so that the public can track the department's performance in delivering services and fiscal management.
- 2. Organizational management
 - a. Coordinate productively with other City departments.
 - b. Maintain strong working relationships with other governmental entities.
 - c. Operate within budget constraints and pro-actively manage expenditures.
 - d. Provide a fair and equitable approach to the award of City contracts.
- 3. Personnel management
 - a. Develop and maintain strong morale among employees.
 - b. Provide an inclusive work environment that offers equitable opportunities for all.
 - c. Address issues of succession planning and the professional development of existing staff.
- 4. Service delivery, including both routine operations and emergent situations
 - a. Ensure that on-going, day-to-day services are provided effectively and efficiently, and that the department tracks its performance in delivering such services.
 - b. Make certain the department is able to deal with localized emergencies or service disruptions and has thoroughly planned how to manage its operations in case of a City-wide emergency.

II. **Specific Expectations for the OCR Director**

- A. Independent voice: Continue to hold and advocate for positions to advance RSJI and racial equity, especially when elected officials or other departments take positions or propose policy that is not aligned with RSJI or anti-racism.
- B. Relationships with the anti-racist community: Strengthen relationships with the anti-racist organizing community and support elevating their voices to ensure OCR's alignment with anti-racist principles and accountability to communities most impacted.

- C. Exploring proactive responses: Look for ways to best serve the community and resolve of harm by accounting for what community members expect and want from an enforcement process and by considering unintended impacts from policy proposals.
- D. Racial equity toolkit: Continue to improve and promote adoption of the racial equity toolkit process for use in departments before decisions are made.
- E. Managing the OCR RET recommendations and implementation: Maintain intentional distance to insulate the RET process from undue influence and act as a “change manager” upon any potential decision to implement changes recommended in the report.
- F. Advocacy for Commissions: Affirm the independent voice of the commissions and provide support as practicable to help them accomplish their missions.

The City Council looks forward to working cooperatively with you to ensure that OCR continues in its efforts to end structural racism and discrimination and advance anti-racism in Seattle.

Sincerely,



Lisa Herbold, Chair
Civil Rights, Utilities, Economic Development & Arts Committee

Bruce Harrell, President
Seattle City Council

cc: Jenny A. Durkan, Mayor, City of Seattle
Seattle City Councilmembers